

DEPARTMENT / AGENCY QUESTIONNAIRE Development Victoria - 5 October 2023

The Inquiry

On 2 August 2023, the Legislative Council resolved to establish a select committee to investigate and report on the 2026 Commonwealth Games and the progress of the regional infrastructure build. An interim report is due by April 2024 and a final report is due by April 2025.

Terms of Reference

A Select Committee of nine members be appointed to inquire into, consider and report on the 2026 Commonwealth Games and the progress of the regional infrastructure build, including but not limited to —

- (a) the potential failures in governance, probity and procurement processes in the Victorian Government's bid, contract, and termination of the 2026 Commonwealth Games;
- (b) the impacts of the contract termination of the Commonwealth Games on Victoria's reputation, business community, tourism, and major events;
- (c) the Victorian Government advice received from government departments, councils, agencies, consultants, and contractors;
- (d) the potential of undue influence by the executive on the independence of the public service;
- (e) the timeline, progress and budget of the Victorian Government's regional infrastructure and housing build;
- (f) the impact on community, social, amateur, and professional sport in Victoria;
- (g) any other relevant matter.

Questionnaire to relevant departments and agencies

This questionnaire seeks information about how the terms of reference affects each department or agency including budget allocations, infrastructure projects and assets, and other key economic, financial management and emerging issues.

Please answer all questions that may be applicable to your department/agency and advise if some, or all questions are not applicable.

Timeline and format

Responses to this questionnaire are due by **5.00pm on Monday, 2 October 2023.** It is essential that the Committee receive responses by this date to allow sufficient time to consider them before public hearings which are likely to commence in early October 2023. The completed questionnaire should be sent (in the format received) to: commonwealthgames@parliament.vic.gov.au



1) What progress had been made in implementing the major initiatives/programs for the department/agency relevant to the 2026 Commonwealth Games. Please identify a minimum of ten initiatives/programs.

Development Victoria was appointed as a fee-for-service delivery agency by:

- Sport and Recreation Victoria for delivery of major sporting infrastructure (Major Competition Venues); and
- Office of the Commonwealth Games to deliver the Games villages in Bendigo, Ballarat, Geelong and Morwell to accommodate athletes and officials during Games time (Athletes Villages).

Major milestone/initiative	Objective	Financial Output (to date)	Allocated Budget	Activities undertaken
Delivery of Athletes Villages	 Deliver high quality mix of permanent and relocatable housing in Ballarat, Bendigo, Geelong and Morwell to accommodate up to 7000 athletes and team officials. After the Games, the villages were proposed to be transformed into vibrant sustainable residential communities with a range of diverse and affordable homes (including a portion of social housing), public spaces and community facilities tailored to meet local needs. 	\$21,559,283	\$1,023,000,000	 Appointment of design consultants and advancement of master plans Site assessments including ecological, survey and geotechnical works. Engagement with Traditional Owners, local councils and the community in each region. Community consultation in late 2022. Village sites declared as 'State Projects' under the <i>Planning and Environment Act</i>. Early works planning applications for Morwell and Bendigo approved by the Department of Transport and Planning. Ballarat Saleyards site declared under the Development Victoria Act 2002. Co-design of villages with Traditional Owners aligned to best practice sustainability and liveability standards. Procurement strategy with commitments for regionally focused social procurement and employment outcomes including priority purchasing from regional Victoria and from Traditional Owner groups. Release of tenders for civil contractors and builders for Games villages.
Major Competition Venues	 Deliver major competition venues required to host Games events on behalf of Sports and Recreation Victoria including: Geelong: Waurn Ponds (gymnastics, weightlifting, para powerlifting Geelong: Armstrong Creek (aquatics) Ballarat: Upgrade to Ballarat's Eureka Stadium (athletics and para-athletics) to improve the capacity to host major events in future – infrastructure capacity, accessibility and worker capability. 	\$19,180,814	\$442,000,000 (comprising: Geelong: \$292,000,000 Ballarat: \$150,000,000)	 Appointment of principal design consultants. Site assessments including ecological, survey and geotechnical works. Significant design development across all major competition venues. Procurement strategy with commitments for regionally focused social procurement and employment outcomes including priority purchasing from regional Victoria and from Traditional Owner groups. Procurement (Expression of Interest) process for head contractors. Engagement with Traditional Owners, local Councils and sporting groups.

2) Budget Paper No. 5: Statement of Finances provides a comprehensive operating statement that details each department's revenue and expenses on an accrual basis reflecting the cost of providing its output. Please provide a line-item breakdown of departmental/agency expenditure for the 2026 Commonwealth Games.

Line Item	Budget (\$)	Actual (\$)	Description
Villages			
Revenue			
- Funding / Revenue	1,023,000,000	9,350,000	\$9.35M received and a further \$12.5M invoiced
Expenditure			
- Project expenditure	(1,023,000,000)	(21,559,000)	See Q 12 for breakdown of expenditure
Net Villages Expenditure	0.000	(12,209,000)	
<u>Venues</u>			
Revenue			
- Funding	442,000,000	18,905,000	\$18.9M received
Expenditure			
- Project expenditure	(442,000,000)	(19,181,000)	See Q 12 for breakdown of expenditure
Net Venues Expenditure	0.000	(276,000)	

3) For all programs (output initiatives, including grants) with total funding of equal to or greater than \$2.5 million that will now be cancelled, please provide the following:



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4) For all programs (output initiatives, including grants) with total funding of equal to or greater than \$2.5 million where funding is to be continued, please provide the following:

- a) name of the program
- b) objective/s of the program
- c) expenditure in the financial years 2022-23 and 2023-24 (and where relevant, future years)
- d) details of how the program will be funded (i.e., through new output appropriation, Commonwealth funding, internal reprioritisation etc.)
- e) evidence of the continued need for the program, and Government's role in delivering it
- f) evidence of the program's progress toward its stated objectives and expected outcomes, including the alignment between the program, departmental objectives and any government priorities
- g) evidence of the program being delivered within its scope, budget, expected timeframe and in line with appropriate governance and risk management practices
- h) extent and level of efficiencies realised in the delivery of the program
- i) information about the nature of the impact of the program continuing and what strategies have been identified to minimise any negative impacts
- j) evidence that the further funding reflects the actual cost required to deliver the program

Name of the program (a)	Objective/ s of the program (b)	Expenditure in the financial years 2022- 23 and 2023- 24 (and where relevant, future years) (c)	Details of how the program was to be funded (i.e., through new output appropriatio n, Commonwe alth funding, internal reprioritisati on etc.) (d)	Evidence of the continued need for the program, and Government's role in delivering it (e)	Evidence of the program's progress toward its stated objectives and expected outcomes, including the alignment between the program, departmental objectives and any government priorities (f)	Evidence of the program being delivered within its scope, budget, expected timeframe and in line with appropriate governance and risk management practices (g)	Extent and level of efficiencies realised in the delivery of the program (h)	Information about the nature of the impact of the program ceasing and what strategies have been identified to minimise any negative impacts (i)	Evidence that the further funding reflects the actual cost required to deliver the program (j)
Regional Sporting Infrastructure (Waurn Ponds, Armstrong Creek and Eureka Stadium projects)	To deliver the Regional Sporting Infrastruct ure legacy outcomes in line with the public commitme nts made on 18 July 2023.	\$19,180,814 expended to date. Expenditure in future years is yet to be determined but will be in accordance with the announceme nt by government on 18 July 2023 for the continued delivery of sporting facilities in legacy mode.	Development Victoria was appointed delivery agency by Sport and Recreation Victoria on a fee-for- service basis.	Delivery of the major sporting facilities will deliver lasting benefits in sporting infrastructure for Geelong and Ballarat, enabling the regions to: • increase community, sports and active recreation participation; • improve access, inclusion and equal opportunities for all underrepresented cohorts; • meet growing demand for sporting facilities; • Improve capacity of the region to host major events; • Improve opportunities for aspiring elite athletes; and • create jobs and drive economic activity.	 While the program was still in the early stages, the work undertaken prior to the withdrawal from the Games was being delivered within timing and budget parameters. Several key milestones were achieved including: Initial Delivery Case submission and ERC funding approval; Traditional Owner Engagement; CHMP process well commenced; Design team appointments and development of design; Planning pathways identified; and Regional engagement forums. Commencement of contractor procurements (EoI). 	was still in the early stages, the work undertaken prior to the withdrawal from the Games was being delivered within timing and budget parameters. Work undertaken was overseen by a Steering Committee, Project Control Board and various Project Working Groups. At the time of the withdrawal from the Games, requests	facilities during the Games and legacy benefits through community sporting facilities. • The regional package announced on 18 July 2023 is intended to ensure that Regional Victoria still receives many of the benefits that would have been facilitated through the Games, including an upgrade to Ballarat's Eureka Stadium and new sporting facilities in Waurn	N/A On 18 July, the Victorian Government announced a regional package to ensure regional Victorians would benefit from the new and upgraded sporting facilities and the associated legacy outcomes.	In accordance with the announcement to deliver sporting facilities in legacy mode.



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5) For grant programs announced as part of the 2026 Commonwealth Games expenditure, please provide the following:

Not applicable to Development Victoria.

6) For the 2021-22, 2022-23 and 2023-24 financial years, please identify all output(s) for which the department/agency received additional funding through the Treasurer's Advances for the 2026 Commonwealth Games, why additional funding was required and where it is reported.

Not applicable to Development Victoria.

7) Please list the internal departmental/agency performance measures relevant to the 2026 Commonwealth Games including:

- 8) Please provide the department's/agency's (actual/expected/forecast) headcount and Full Time Equivalent (FTE) staff numbers and recruitment costs for the 2026 Commonwealth Games for the financial years ending 30 June 2022, 30 June 2023 and 30 June 2024:
 - a) broken down into employee classification codes
 - b) broken down into categories of on-going, fixed term or casual
 - c) according to their gender identification
 - d) employees identifying as Aboriginal or Torres Strait Islander or having a disability.

Development Victoria	As at 30 J	As at 30 June 2022		As at 30 June 2023		As at 30 June 2024*	
Classification	Actual FTE number	% of total staff	Actual FTE number	% of total staff	Forecast FTE number	% of total staff	
PESES-2	1.01	0.43%	4	1.27%		•	
PESES-1	1.42	0.60%	9	2.85%			
Level 5	1.26	0.53%	14.7	4.65%	FTE estimate w	as expected to	
Level 4	0.10	0.04%	1	0.32%	remain the same the team was in		
Level 3	1.26	0.53%	10.8	3.42%	the Games Vill		
Level 2	0.21	0.09%	8	2.53%	Sporting		
Level 1	0.68	0.29%	3	0.95%			
Total	5.94	2.51%	50.5	16%			

	As at 30 June 2022		As at 30 Jun	e 2023	As at 30 June 2024		
Category	Actual FTE number	% of total staff	Actual FTE number	% of total DV staff	Forecast FTE number	% of total staff	
Ongoing	3.51	1.48%	36.5	11.56%	FTE estimate was expected to remain the same as prior year		
Fixed-term	2.43	1.03%	14	4.43%			
Casual	0	0%	0	0%	as the team was in place t deliver the Games Village a		
Total	5.94	2.51%	50.5	16%	Major Sporting Venues		

Identification	As at 30 June	e 2022 As at 30 June		ne 2023	As at 30 June 2024	
	Actual FTE number	% of total staff	Actual FTE number	% of total DV staff	Forecast FTE number	% of total staff
Male	3.04	1.28%	31.5	9.97%	Estimate was expected to remain the same as prior year as the team was in place to deliver the Games Village and Major Sporting Venues	
Female	2.90	1.23%	19	6.02%		
Other	0	0%	0	0%		
Total	5.94	2.51%	50.5	16%		

	Financial year ending 30 June 2022*	Financial year ending 30 June 2023		
Recruitment costs	\$0	\$131,000		

Note: Internal DV resources only to financial year ending 30 June 2022.

	As at 30 June 2022		As at 30 June 2023		As at 30 June 2024	
Identification	Actual FTE number	% of total staff	Actual FTE number	% of total staff	Forecast FTE number	% of total staff
People who identify as Aboriginal or Torres Strait Islander	0	0%	0	0%	FTE estimated to remain	
People who identify as having a disability	0.21	0.09%	1	0.32%	approximately the same as pr year.	
Total	0.21	0.09%	1	0.32%]	

9) Please provide the number and total value of employee termination payments as of 1 August 2023 relevant to employees working on the Commonwealth Games.

Not applicable to Development Victoria.

10) Please provide an organisational executive chart for the 2026 Commonwealth Games, relevant for your department/agency as of 1 June 2022, 1 January 2023 and 1 August 2023.

As at 1 June 2022, the Commonwealth Games division not yet established within DV. At this time, DV had a small number of employees from across the business working on Commonwealth Games matters as a shared resource. Please refer to the organisational chart attached which was in effect as at 1 January 2023 and 1 August 2023.

11) What were the main identified gaps in the department's/agency's capability and capacity to deliver the 2026 Commonwealth Games?



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- 12) Please provide an itemised list for the 2021-22, 2022-23 and 2023-24 financial years of the department/agency expenditure on consultants and contractors for the 2026 Commonwealth Games, including the following:
 - a) Name of consultant/contractor
 - b) Project title/description
 - c) Contract cost
 - d) Start date
 - e) End date
 - f) Description
 - g) Buying for Victoria website URL
 - h) Report to Government finalised (Yes/No)
 - i) URL to the finalised report (if public)

There are contracts that remain in place across the Villages and Venues subject to suspensions, as a consequence of the government's withdrawal from the Games but may be reactivated. Decisions have not been made as to whether the contracts will be amended in response to the Government's decision on the Regional Infrastructure Program or re-tendered. In this context, DV considers that providing the specific commercial sensitive material on consultants and contractors will give rise to the risk of commercial disadvantage for the projects and may lead to unnecessary costs. DV also considers it will give rise to a risk of undermining relationships with the contracting and consultant market for these and future state projects.

CG26 VILLAGES	EXPENDITURE
Project Consultants (Due Diligence, Design and Site Investigations)	
Civil Engineering Design	\$ 5,816,441.31
Cultural Heritage Management	\$ 1,914,832.09
Architectural Services & Urban Design	\$ 1,189,095.50
Landscape Architectural Services	\$ 817,641.25
Environmental Engineering	\$ 436,402.00
Ecology and Heritage	\$ 358,910.44
Geotechnical Engineering	\$ 306,772.16
Land Surveying	\$ 156,420.00
Services Infrastructure	\$ 137,621.00
Market Research	\$ 117,000.00
Traffic Engineering	\$ 30,140.00
Professional Services Consultants	
Commercial Advisor	\$ 1,179,387.03
Tow n Planning	\$ 567,563.76
Engagement and Communications	\$ 248,603.08
Legal Advisor	\$ 220,928.16
Construction Management Advisor	\$ 123,500.00
Programming Consultant	\$ 46,600.00
Quantity Surveyor	\$ 35,000.00
Probity Advisor	\$ 16,201.68
Other	
Other Professional Fees	\$ 184,908.18
Landscape / Estate Management	\$ 66,333.59
General Operating Expenses	\$ 7,749.90
DV Development Management Fees	\$ 7,581,332.23
	\$ 21,559,383.36

CG26 M AJOR COMPETITION VENUES		EXPENDITURE
Project Consultants (Due Diligence, Design and Site Investigation	ıs)	
Architectural Services & Urban Design	\$	8,858,075.97
Cultural Heritage Management	\$	2,111,061.30
Geotechnical Engineering	\$	501,200.34
Ecology and Heritage	\$	244,236.54
Land Surveying	\$	204,548.82
Sustainability Advisor	\$	49,800.00
Market Research	\$	14,820.00
Environmental Engineering	\$	4,180.00
Building Surveyor	\$	3,000.00
Professional Services Consultants		
Quantity Surveyor	\$	603,000.00
Engagement and Communications	\$	282,676.59
Tow n Planning	\$	150,018.00
Construction Management Advisor	\$	99,000.00
Legal Advisor	\$	76,391.10
Programming Consultant	\$	71,700.00
Probity Advisor	\$	49,786.36
Other		
Other Professional Fees	\$	124,340.58
General Operating Expenses	\$	25,256.33
DV Project Management Fees	\$	5,707,722.41
	\$	19,180,814.34

13) Please provide a list of 2026 Commonwealth Games advertising expenditure for the department/agency in 2021-22, 2022-23 and 2023-24, including the following:

- a) Total expenditure
- b) Breakdown of expenditure by medium (for example, radio/TV/print/social media etc.)
- c) Campaign title and date
- d) Objectives and outcomes

Financial Year	Total expenditure (a)	Breakdown of expenditure by medium (for example, radio/TV/print/social media etc.) (b)	Campaign title and date (c)	Objectives and outcomes (d)
FY2021-22	\$1,600	Social Media	Commonwealth Games Community Consultation - Villages (16/11/22 – 9/12/22)	Generate awareness and drive traffic to Engage Vic. Resulted in strong engagement and over 1000 survey submissions.
FY2022-23	\$300	Social Media	Commonwealth Games Regional Briefings - Ballarat and Geelong (18/05/2023 – 25/05/2023)	Drive awareness of upcoming Regional Briefings designed to inform local industry and businesses of the nature and scope of opportunities to participate in the delivery of CG infrastructure (Villages and Venues), including employment and purchasing policy requirements, procurement processes and how to connect with regional suppliers. The Regional Briefings were well attended with over 500 attendees (250 in Ballarat, 325 in Geelong).
FY2023-24 (forecast but not expended)	\$36,246 (excl. GST)	 Radio - \$26,176 (excl. GST) Print - \$8,471 (excl. GST) 	Community engagement – Villages and Major Competition Venues	Forecast spend was to support community engagement for Villages and Major Competition Venues concept designs. Planned activity was designed to raise community awareness of the opportunity to participate in community engagement, encourage people to complete a survey on Engage Vic and raise awareness of various community information sessions in each of the four regions.
				No expenditure was incurred as a result of the State Government's decision to withdraw from the Commonwealth Games on 18 July 2023.

14) Please provide a list of 2026 Commonwealth Games booked advertising for the department/agency in 2023-24 and across the forward estimates, including the following:

- a) Total expenditure
- b) Breakdown of expenditure by medium (for example, radio/TV/print/social media etc.)
- c) Campaign title and date
- d) Objectives and outcomes

Not applicable to Development Victoria.

15) What impact, if any, did funding issues from local government or the Federal Government have on the department's/agency's Commonwealth Games budget and expenditure?

16) Please provide a list of financial delegation powers for your department/agency including executive names or positions and value of delegation power.

Development Victoria CEO had the delegated financial authority for the Commonwealth Games project to the amount specified below. The CEO may, set financial and document signing authorisation limits applicable to designated positions within Development Victoria.

Project Related Authorisations (incl. GST)								
Position Held Authorise Budget Authorise Issue of Procurement		Authorise issue of	Authorise Commitment of Expenditure (and execute agreement)		Approve Expenditure			
CEO	> \$5m	> \$5m	> \$5m	-	> \$1m			

17) Regarding the 2026 Commonwealth Games, which relevant and interested community groups and stakeholders did the department/agency consult or engage with? Please detail the budget expenditure related to and the final outcomes of consultation.

Name of interested community group and stakeholders for consultation	Budget Expenditure related to consultation	Final Outcome of Consultation
Government Departments and authorities		
A range of government departments, statutory authorities and referral agencies were engaged in the planning and development of the Major Sporting Venues and athletes villages.	N/A	Consultation was ongoing.
Co-hosts - Traditional Owners		
Co-design of the Villages and Major Sporting Venues with the Games co-hosts: Wadawurrung Traditional Owner Corporation, Dja Dja Wurrung Clans Aboriginal Corporation and GunaiKurnai Land & Waters Aboriginal Corporation (GLAWAC).	\$372,525	Consultation was ongoing and included co-design of major competition venues and villages.
Local government		
Partnerships to focus on local level input to design and delivery of Games villages, design and delivery of sports venues, and to provide strategic direction and oversight on planning and delivery matters at a local level.	N/A	Consultation was ongoing.
Sporting bodies and associations		
As arranged through Development Victoria's client SRV, a range of sporting bodies and associations were engaged in the planning and design of the major sporting venues.	N/A	Consultation was ongoing.
Community/business groups and individuals		
A range of regional community groups and individuals were engaged including local sporting and athletics clubs, business councils, universities, tourism operators.	\$214,905	 Late 2022 - More than 1,000 people responding to questions on Engage Victoria in late 2022 about what makes these places special now, and what could help transform them into vibrant and sustainable communities in the future. Early 2023 - letterbox drop to local community surrounding Morwell village site. May 2023 - Regional events held in Geelong and Ballarat to engage specifically with regional businesses and suppliers to raise awareness and outline opportunities for regional businesses to participate in delivery of upcoming procurements for delivery of the Commonwealth Games Mid 2023 - Broad community engagement was planned across the four regional hubs but was not executed. Budget expenditure related to consultation includes professional services support for the planning and delivery of broad community engagement activity across the four regions.

18) Please provide a list of all interstate and international travel for department/agency staff related to the 2026 Commonwealth Games, including:

- a) Name of traveller(s)
- b) Destination (s)
- c) Date of travel
- d) Number of official travel days (include day of departure and day of return)
- e) Purpose of travel
- f) Benefit of travel to the State of Victoria
- g) Funding source (please detail the internal account code or external organisation)
- h) Expenses Air fares (including taxes and fees)
- i) Expenses Accommodation (including taxes and fees)
- j) Expenses Other expenses (including surface travel and travel allowances)
- k) Expenses Total cost
- l) Expenses Are the above costs final and complete?

Position Held (a)	Destination (b)	Dates of travel (c)	Days (d)	Purpose of travel (e)	Benefit of travel (f)	Funding source (g)	Expenses – Air fares (h)	Expenses – Accomm (i)	Expenses - Other expenses (j)	Expenses - Total cost (k)	Costs final (I)
Project Director (x1)		30/03/23- 31/03/23		Site visit to Queensland Sports and Aquatics Centre (QSAC) and Metricon Stadium coincided with the National Track & Field Championship 30 March -2 April 2023.	 QSAC site visit to review overlay integration and athlete and official movement through a multi-day program. Visit to Metricon Stadium which held the Athletics for the 2018 Commonwealth Games to review legacy facilities and understand lessons learnt when converting an oval to an athletics track. Valuable lessons learned from the operators and provided inputs for the preparation of design, layouts and functionality for the Eureka Stadium Upgrade. 	Developme nt Victoria (DV) / Sport & Recreation Victoria (SRV)	\$559.05	\$204.80	\$340.60	\$1,104.45	Yes
Senior Project Manager (x 1)							\$559.05	\$208.80	\$27.13	\$794.83	
Design Director (x 1)	Gold Coast	Coast 16/04/23- 18/04/23		A visit to the Gold Coast Aquatic Centre and Chandler Arena, coinciding with the Swimming	Review the design and effectiveness of the outdoor pools and amenities as well as the overlay integration and athlete and official movement through a multi-day program. Included a visit to Chandler Arena	DV / SRV	\$578.37	\$530.60	\$151.25	\$1,260.22	Yes
Project Director (x1)							\$578.37	\$578.37	\$331.83	\$1,489.80	
Senior Project Manager	nior oject nager		Australia Championship.	which has hosted national swimming championship events and the 1982 Commonwealth Games, complete with temporary swimming pools.		\$578.37 \$573.	\$573.60	\$187.35	\$1,338.72		
(x1)				The tours provided valuable lessons about installing temporary pool infrastructure and the conversion of temporary venues post event.							
				The tour provided many insights from operators that the design team used to optimise the design, layout and functionality for the Aquatics Major Competition Venue.							

Senior Project Director (x 1)	Gold Coast	ast 8/5/23-9/5/23	2	Hosted by Gymnastics Victoria. A visit to the Gold Coast • Site visit focused on overlay integration and athlete and official movement through a multi-day program at a large-scale gymnastics	DV / SRV	\$307.39	\$241.34	\$212.36	\$761.09	Yes
Project Director (x1)		Cor Gar	2018 Commonwealth Games	 event. Gymnastics Venue a very similar legacy outcome (conversion to community multi-sport courts) to what was being proposed at the Waurn Ponds venue. The tour provided valuable lessons from the operators as well as overlay specialists involved in the 2018 event that assisted with the optimisation of design, layouts and functionality. 		\$515.71	1 \$238.43	\$113.49	\$867.63	
Senior Project Manager (x 1)			Gymnastics venue in Carrara and the 2023 Australian Gymnastics Championships in Coomera.			\$515.71	\$238.43	\$169.01	\$923.15	

19) Please detail the extent of departmental/agency interactions with the First Nations People of Victoria in preparation for the 2026 Commonwealth Games

From August 2022, Development Victoria worked closely with the following Traditional Owner groups to shape the design and delivery of the major competition venues and villages across the regional hubs:

- Wadawurrung Traditional Owner Corporation;
- Dja Dja Wurrung Clans Aboriginal Corporation; and
- GunaiKurnai Land & Waters Aboriginal Corporation (GLAWAC).

Activities included:

- Co-design of the Villages and Major Competition Venues to reflect the ethos of Healing Country (Design charter core principle);
- Delivery of statutory obligations under the requirements of the Aboriginal Heritage Regulations 2018;
- Traditional Owner led cultural competency training for staff and design consultants; and
- Walk on country including smoking ceremonies.

END

